

Security Information

30 April 1953

STAFF STUDY

THE PROBLEM: 1. To determine the requirements for, and recommend procedures incident to, the establishment of a central forms control activity within the Clandestine Services.

2. To correlate the operation of such activity with DD/A and other Agency elements having a common interest.

THE SITUATION: 1. The responsibility for the control and standardization of all Agency forms, formerly charged to the Advisor for Management [REDACTED] has been transferred to DD/A General Services Office, Records Management and Distribution Branch, [REDACTED] and its implementing procedure, [REDACTED] are under revision to provide for this transfer.

2. All Agency reproduction service is the responsibility of the DD/A, Administrative Services Office, Reproduction Services Division [REDACTED] Branch Shop #2 is maintained in L Building to provide service to the Clandestine Services.

3. The merger of OSO/OPC, and the transfer of the reproduction equipment formerly operated in these organizations, has made obsolete most of the procedures for obtaining forms and reproduction service. There is currently no central point in the Clandestine Services responsible for the control and screening, providing technical advice, expediting, arbitration, liaison and coordination with Agency elements, establishing priorities for crash job requests, etc., in connection with requests for forms or reproduction service.

4. As a result of the foregoing conditions, there is considerable confusion and misunderstanding among operating personnel as to the proper steps to be taken and channels to be followed. The Publications Control Unit is being called on repeatedly to provide guidance and assistance, although its functions do not charge it with this responsibility.

5. Agency regulations referred to above provide for a control over the design, standardization, utilization and procurement of forms. No similar control authority is vested in the reproduction shops. Such requests move directly from the individual elements to the reproduction shop and any problems involved must be resolved between the requesting element and the Agency shop representative.

DISCUSSION: 1. As a result of the consolidation of the former OSO/OPC elements, the procedures, controls and channels for obtaining forms and reproduction service are obsolete. Practically all reproduction equipment has been removed from the Clandestine Service elements. This equipment may, in the past, have been used to produce locally devised forms.

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2. The question of forms control, production and reproduction, is closely related to the control of the reproduction of documents and prepared matter other than forms. There is very often a fine line of distinction between what is, or is not, a form. There is a natural tendency on the part of operators to avoid forms control by obtaining such forms through reproduction channels. These should be treated as forms and be obtained through forms control channels. For this reason, reproduction service should be considered as an integral part of the subject of this study. Control of forms requirements and requirements for reproduction service, if established, should be localized in the same Unit.

3. The transfer to Agency elements of the reproduction equipment formerly operated by OSO/OPC will simplify the control of forms production. There being no means for producing reproductions in the present organization, all requests must be prepared in standard form and can easily be channelled through a control point for screening.

4. The establishment of a central Clandestine Service Control would have the following advantages:

a. It would provide advice and assistance to operators in preparing requisitions and working drafts. —

b. It would avoid production delays through assurance that all pertinent information was furnished in the initial request. —

c. It would provide one central coordinating point for all dealings with and between elements of the Clandestine Services and appropriate Agency elements.

d. It would provide for the operation of a priorities system when necessary. —

e. It would tend to eliminate unreasonable and impractical requests and deadlines.

f. It would assure compliance with the intent of the Agency Forms Control Program.

g. It would assure that security requirements were being complied with as they relate to the reproduction of classified documents or forms containing classified data. ✓

h. It would expedite the processing of requests and permit arrangements for crash jobs when required.

5. The control activity in question is in the nature of administration. The logical element to assume this responsibility is the DDP/Admin [REDACTED] given the necessary personnel and office space. The function can not be assumed within the present T/O, nor can additional people operate in the space now assigned the

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Unit. The contacts, screening, conferences, filing and reporting required in the proposed function will justify the addition of two people; one an editorial clerk (perhaps a grade 9 - 11) qualified to furnish some technical and operational advise and assistance in the development of forms and in requesting the proper reproduction service, as well as conducting liaison between the requesting elements and the proper Agency offices; the other person as an assistant, perhaps a grade 4 - 5, to aid in the filing, reporting, telephoning, contacts, and as much liaison work as possible.

6. The functions of the [REDACTED] would have to be expanded to include the following:

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- a. Screening, analysis and evaluation of all CS requests for forms and all reproduction service.
- b. Assistance to operators in the preparation of working drafts and requisitioning documents to assure that adequate information goes forward.
- c. Coordination and liaison with Agency elements having primary responsibility in the fields of forms control and reproduction.
- d. Establishment of priorities and the maintenance of adequate files and records.

7. Since no evaluation of the forms situation in general, nor of a specific request, can be made intelligently without knowledge of all forms currently in use, it will be necessary for the control unit to establish and maintain an accessible file of all Agency forms, approved and otherwise. A minimum requirement would be one file with the forms arranged under a functional breakdown according to their purpose or use, e.g., all personnel action forms, all medical forms, all supply forms, all security forms, etc. With such file established, the evaluation of any proposed form or revision could be quickly and intelligently completed. In addition, such file would be helpful, if and when, a general forms survey is undertaken. The DDP Management Team is now in the process of assembling such file and it can be turned over to the control unit when one is established.

8. This study does not recommend that responsibility for a general forms utilization, simplification and standardization survey be placed with the proposed [REDACTED]. Such surveys, when undertaken, are normally performed by management personnel trained in the techniques of forms survey. There is no record of such survey having been made in the Clandestine Services. The amount of paper work involved in the combined headquarters and field operation, judged from the standpoint of results obtained from similar surveys in other agencies, suggests the possibility of immense savings to be made through consolidations, eliminations, procedural simplification, improved format, etc. Savings would appear in the man-hours saved in the preparation of obsolete, non-standard and duplicating forms,

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and from the more intangible savings in filing labor, cabinet requirements and space, and old records processing and disposition. Such survey, when desired, should be arranged for by the Assistant Chief

[REDACTED]

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9. The operation of a control system over forms and reproduction will develop many problems resulting from questionable requests, matters in dispute, demands for unreasonable priorities, or questions of relationships with other Agency elements, which can not be resolved by the control unit. The Unit should have a specific staff representative to whom such problems can be turned for resolution. In this instance, the Assistant Chief (Management) DDP/Admin should be in a position to provide the staff support.

10. In view of the work load involved in the proposed control system, and the work load now being handled by the Publications Control Unit in the publications control field, it is strongly recommended that the control of forms and reproduction, if approved, be initiated only when the additional personnel are on board and ready to properly service the additional functions.

CONCLUSIONS: 1. There is an obvious relationship between publications, forms and reproduction and equally obvious advantages to be gained from a central control and coordinating point handling all requirements in these fields.

2. The present [REDACTED] is the logical administrative unit to assume the functions of forms and reproduction control.

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3. The Assistant Chief, Admin, (Management) should provide staff support to the control unit in the resolution of problems beyond the authority of the unit supervisor.

4. Forms and/or reproduction control responsibilities, where ever placed, should not include responsibility for general forms utilization surveys.

5. The additional work load involved will require the services of two people, one of sufficient grade to meet the requirements of the program and the other as an assistant; the addition of office space; and the program should not be initiated until the people are on board.

6. Upon the approval of a forms and reproduction control system, a [REDACTED] should be published to (a) announce the establishment of controls, (b) assign the necessary functions, and (c) state the procedures to be followed. [REDACTED] have to be rescinded.

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RECOMMENDATIONS: 1. That an internal system for the control of forms and reproduction service requests be initiated for the Clandestine Services.

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2. That the control responsibilities be placed with the present DDP/Admin [REDACTED] that the Unit be given two additional people to accomplish the additional workload and a corresponding allocation of office space.

3. That the Assistant Chief (Management), DDP/Admin, provide staff support to the Unit in the resolution of problems beyond the authority of the Unit supervisor.

4. That, as implementation to the foregoing, a [REDACTED] be published which will announce the initiation of the control system, name the unit and state the functions, outline the necessary procedures, and rescind conflicting directives. Proposed text is attached - See Tab I.

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Attachments:

Tab A	[REDACTED]	Forms Control
Tab B	[REDACTED]	Requesting Forms
Tab C	[REDACTED]	Reproduction Service
Tab D	[REDACTED]	Transfer of Functions
Tab E	[REDACTED]	Security
Tab F	[REDACTED]	Security
Tab G	[REDACTED]	Reproduction Requests (one line only)
Tab H	[REDACTED]	Functions, Pub. Control Unit
Tab I	Text of Proposed	[REDACTED]

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